

BASIC SUPERVISION

1954-1956

First Week

Monday, 1 November

Organizing

0845 - 0930	Introduction to Course
0930 - 1045	Lecture: Organisation Principles and the Agency
1045 - 1130	Reading on topic "Formal Organization"
1130 - 1140	Project assignment
1140 - 1230	Lecture: The First-Line Supervisor as a Manager

Tuesday, 2 November

Organising (continued)

0830 - 0915	Lecture: Informal Organization
0915 - 1015	Reading on topic "Informal Organization"
1015 - 1115	Discussion:

25X1

Directing

1125 - 1145	Lecture: Directing in the Job of the First-Line Supervisor
1145 - 1230	Discussion: Penny the Crossword Puzzler

Wednesday, 3 November

Directing

0830 - 0845	Discussion of Project
0845 - 0945	Reading on topic "The Individual"
0955 - 1040	Discussion: Case of Jane the Floating Typist
1040 - 1140	Discussion: Problems in Getting Work Done through People
1150 - 1230	Reading on topic "The Individual," with particular reference to training responsibilities of the supervisor

Thursday, 4 November

Directing (continued)

0830 - 0930	Discussion: Training Problems
0930 - 1015	Reading on topic "The Team"
1015 - 1100	Case: <input type="text"/>
1110 - 1230	Movie: "All I Need is a Conference"

25X1

Friday, 5 November

Directing (continued)

0830 - 0920	Lecture: Group Needs and Leadership
0930 - 1045	Self-Analysis Quiz
1045 - 1130	Written assignment and reading
1130 - 1230	Review session

8 November

Communication and Coordination

0830 - 0915	Case: <input type="text"/>	25X1
0925 - 1025	Lecture: Communication and Coordination	
1025 - 1130	Reading on topics "Communication" and "Responsibilities Upward"	
1130 - 1230	Lecture: The First-Line Supervisor's Responsibilities Upward	

9 November

Planning

0830 - 0915	Lecture: Planning in the Job of the First-Line Supervisor
0930 - 1030	Reading on topics "Planning" and "Controlling"
1030 - 1045	Evaluation of first week's reading Assignment on "Planning"
1045 - 1130	Case: Rosemary
1130 - 1230	Lecture: Case Study of a Plan

10 November

Controlling

0830 - 0900	Introduction to Controlling
0900 - 0945	Lecture: Control Problems and Situations
0945 - 1030	Reading on topics "Planning" and "Controlling"
1030 - 1130	Lecture: The Tools of Control--Personnel
1140 - 1230	Group Discussion: Control Aspects of Four Personnel Problems

12 November

Controlling (Continued)

0830 - 0845	Discussion of papers on "Planning"
0845 - 0945	Case: Affable Mike
1000 - 1100	Lecture: The Tools of Control--Methods and Work Flow
1110 - 1200	Cases: A Check on the First-Line Supervisor
1200 - 1230	Group Discussion: Repetitive Problems

15 November

Controlling (Continued)

0830 - 0845	Analysis of Second Week's Reading
0845 - 1000	Case:
1010 - 1100	Turn in material
1100 - 1230	Group discussion: Advancing Supervision

25X1

SCHEDULE FOR BASIC SUPERVISION COURSE #3

First Week

Monday, 6 December

ORGANIZING

0845 - 0930	Introduction to Course
0930 - 1015	Lecture: What the First-Line Supervisor Needs to Know about Organization
1025 - 1130	Reading on topic "Formal Organization"
1130 - 1230	Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 7 December

ORGANIZING (continued)

0830 - 0930	Lecture: Informal Organization
0940 - 1030	Reading on topic "Informal Organization"
1030 - 1120	Discussion: Penny the Crossword Puzzler

DIRECTING

1120 - 1130	Introduction to Directing
1130 - 1200	Reading on topic "The Individual"
1200 - 1230	Discussion: Case

Wednesday, 8 December

DIRECTING (continued)

0830 - 0930

Reading on topic of "The Individual"

0940 - 1045

Case:

25X1

1055 - 1230

Group discussion: Problems in Getting Work
Done Through People

Thursday, 9 December

Directing (continued)

0830 - 0920	Case: <input type="text"/>	25X1
0930 - 1030	Group Discussion: Training	
1045 - 1110	Reading on topic of "The Team"	
1110 - 1230	Movie: All I Need is a Conference	

Friday, 10 December

0830 - 0945	Self-Analysis Quiz	
0950 - 1045	Lecture: Group Needs and Leadership	
1100 - 1145	Case: <input type="text"/>	25X1
1145 - 1230	Review Session	

Second Week

Monday, 13 December

COMMUNICATING AND COORDINATING

0830 - 0930	Lecture: Communication and Coordination
0940 - 1030	Reading on topics of "Communication" and "Coordination"
1030 - 1115	Lecture: The First-Line Supervisor's Responsibilities Upward
1125 - 1230	Group discussion: Boss Relations

Tuesday, 14 December

PLANNING

0830 - 0850	Written assignment
0850 - 0950	Lecture: Planning in the Job of the First-Line Supervisor
1000 - 1045	Reading on topics of "Responsibilities Upward" and "Planning"
1045 - 1135	Case: <input data-bbox="727 1570 995 1623" type="text"/>
1135 - 1230	Lecture: Case Study of a Plan

25X1

Wednesday, 15 December

CONTROLLING

0830 - 0900	Lecture: Controlling in the Job of the First-Line Supervisor
0900 - 1000	Case:
1010 - 1100	Reading on topic "Controlling"
1100 - 1230	Case: Resigning I.O.

25X1

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26 August 1954

MEMORANDUM FOR: Training Liaison Officers (for distribution)

SUBJECT: Schedule for Management Courses

1. Basic Management. This course, formerly designated Management Course A, was first presented in January of this year. Basic Management deals with management responsibilities at the Branch Chief level. It is a forty hour course covering 10 sessions, 0830 - 1230 daily, with a maximum enrollment of twenty. It will be presented as follows:

#8	20 September - 1 October	Grades eligible: GS 13, 14, 15
#9	18 October - 29 October	Grades eligible: GS 11, 12, 13
#10	19 November - 3 December	Grades eligible: GS 12, 13, 14

2. Basic Supervision. The first presentation of a new management course, Basic Supervision, will commence 4 October.

- a. It is designed primarily for individuals in all components of the Agency, Grades 5 - 12, whose job requirements include, in addition to their other work, supervisory activity. Also eligible for the course are (a) those not now responsible for supervision but slated for such in the near future, and (b) members of staffs and administrative support groups who require some knowledge of management principles for effectiveness on the job.
- b. Basic Supervision is a forty hour course presented each morning (0830 - 1230) for a two-week period. A specified amount of reading outside class hours will be required.
- c. Particular emphasis in the course will be given to directing, communicating, and controlling as they may be applied to first-line supervisory problems and responsibilities. The course will be developed through lectures, reading, and discussion of cases.
- d. Class size will be limited to 18. An effort will be made to spread the enrollment among all interested Offices.
- e. TOP SECRET clearance is required.

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2. Basic Supervision is scheduled for three presentations this fall:

#1	4 October - 15 October	Grades eligible: GS 7, 8, 9
#2	1 November - 15 November	Grades eligible: GS 5, 6, 7
#3	6 December - 17 December	Grades eligible: GS 10, 11, 12

g. Inquiries concerning the course should be directed to designated Training Officers in the Offices, Staffs, and Divisions. Training requests should be forwarded through the usual administrative channels and should reach the Registrar, OTR, before 1700 hours the Monday preceding commencement of the course. Further inquiries from Training Liaison Officers concerning the Basic Supervision Course should be directed to [redacted] Extension

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3. Please note that these two courses are designed for different groups of supervisors and are not to be taken in sequence. Basic Management is concerned with the problems of CIA management at approximately the Branch Chief level. Basic Supervision is concerned chiefly with problems of supervision at the first line or working level.

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[redacted]
MATTHEW BAIRD
Director of Training

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SCHEDULE FOR BASIC SUPERVISION COURSE #4
17-28 January 1955

First Week

Monday, 17 January

0845 - 0930 Introduction to Course
0930 - 1025 Lecture: Formal Organization
1035 - 1130 Reading (Formal Organization)
1130 - 1230 Lecture: The First Line Supervisor in the Management
Picture

Tuesday, 18 January

0830 - 0930 Lecture: Informal Organization
0940 - 1030 Reading (Informal Organization)

1040 - 1130

DIRECTING

1140 - 1145 Introduction to Directing
1145 - 1230 Reading (Directing the Individual)

Wednesday, 19 January

DIRECTING (continued)

0830 - 0845	Comments on Assigned Papers
0845 - 0945	Discussion: Jane the Floating Typist
0955 - 1045	Reading (Finish Informal Organization and Directing the Individual; if you have time, start the next section, Directing the Team)
1055 - 1230	Analysis of Typical Problems of Supervision

Thursday, 20 January

DIRECTING (continued)

0830 - 0935	Committee Assignment on Training Techniques
0945 - 1035	Assigned Case
1045 - 1115	Reading (Directing the Team)
1115 - 1230	"All I Need Is A Conference"

Friday, 21 January

DIRECTING (continued)

0830 - 0915	Discussion of Assigned Case
0925 - 1015	Lecture: Leadership in First-Line Supervision
1025 - 1055	Reading (Communication and Coordination)
1105 - 1230	Self-Analysis Quiz For Supervisors

Monday, 24 January

DIRECTING (continued)

0830 - 0930	Lecture: Responsibilities Upward
0940 - 1050	Committee Assignment: Relationships Upward
1100 - 1145	Lecture: Communication and Coordination
1155 - 1230	Review Session

Tuesday, 25 January

PLANNING

0830 - 0930	Reading (Responsibilities Upward and Planning)
0940 - 1040	Lecture: Planning
1050 - 1130	Planning Assignment
1140 - 1230	Case: <input data-bbox="727 453 1070 531" type="text"/>

25X1

Wednesday, 26 January

CONTROLLING

0830 - 0940	Lecture: An Operating Supervisor's Problems in Controlling
0950 - 1030	Reading (Controlling)
1040 - 1130	The Tools of Control: Personnel Procedures
1140 - 1230	Assigned Case

Thursday, 27 January

CONTROLLING (continued)

0830 - 0850	Analysis of Planning Papers
0900 - 0950	Lecture: The Tools of Control - Analysis of Work Methods and Work Flow
1000 - 1105	Case:
1115 - 1230	Committees: Control Aspects of Four Personnel Problems

25X1

Friday, 28 January

CONTROLLING (continued)

0830 - 0940	Assigned Case
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Summary

0950 - 1030	Critique of Course and Turn in Materials
1040 - 1140	Committee Assignment: "Advancing Supervision"
1145 - 1230	Improving Supervision on the Job

SCHEDULE FOR BASIC SUPERVISION COURSE #5
14 - 28 February 1955

First Week

Monday, 14 February

0845 - 0930 Introduction to Course

ORGANIZING

0930 - 1015 Lecture: Formal Organization

1025 - 1130 Reading (Formal Organization)

1130 - 1230 Lecture: Informal Organization

Tuesday, 15 February

0830 - 0930 Lecture: The First Line Supervisor in the
Management Picture

0940 - 1030 Reading (Informal Organization)

1030 - 1130 Assigned Case

DIRECTING

1130 - 1140 Introduction to Directing

1140 - 1230 Reading (Directing the Individual)

Wednesday, 16 February

DIRECTING (continued)

- 0830 - 0920 Reading on topics of "The Individual" and "The Team"
- 0930 - 0945 Comments on Mission - Function Papers
- 0945 - 1045 Assigned Case
- 1100 - 1230 Analysis of Typical Problems of Supervision

Thursday, 17 February

- 0830 - 0930 Group Discussion: Training Techniques
- 0940 - 1030 Assigned Case
- 1030 - 1110 Reading on topic of "The Team"
- 1110 - 1230 Movie: "All I Need is a Conference"

Friday, 18 February

- 0830 - 0930 Lecture: Leadership in First-line Supervision
- 0940 - 1030 Reading on topics of "Communication" and "Coordination"
- 1030 - 1145 Self-Analysis Quiz for Supervisors
- 1145 - 1230 Assigned Case

Second Week

Monday, 21 February

DIRECTING (continued)

- 0830 - 0930 Lecture: The First-Line Supervisor's Responsibilities Upward
- 0940 - 1050 Committee Assignment
- 1100 - 1140 Lecture: Communication and Coordination
- 1145 - 1230 Review Session

Wednesday, 23 February

PLANNING AND CONTROLLING

- 0830 - 0900 Assignment on Planning
- 0900 - 1000 Lecture: A Case in Planning
- 1010 - 1045 Reading on topics of "Responsibilities Upward" and "Planning"
- 1045 - 1135 Assigned Case
- 1140 - 1230 Lecture: Planning in the Job of the First-Line Supervisor

Thursday, 24 February

PLANNING AND CONTROLLING (continued)

- 0830 - 0940 Lectures: Controlling
An Operating Supervisor's Problems in
Controlling
- 0950 - 1105 Lecture: The Tools of Control - Analysis of Work
Methods and Work Flow
- 1115 - 1230 Assigned Case

Friday, 25 February

- 0830 - 0900 Analysis of Planning Papers
- 0900 - 1000 Lecture: Tools of Control - Personnel Procedures
- 1010 - 1110 Assigned Case
- 1115 - 1230 Committees: Control Aspects of Four Personnel
Problems


Monday, 28 February

- 0830 - 0940 Assigned Case
- 0950 - 1030 Critique of Course and Turn in Materials
- 1030 - 1200 Committees: Advancing Supervision
- 1200 - 1230 Improving Supervision on the Job

9 March 1955

MEMORANDUM FOR: All Training Liaison Officers
FROM: Director of Training
SUBJECT: Supervision Course for Intelligence Officers

1. An experimental presentation of a course in supervision for the Intelligence Officer with substantive responsibilities will be given 16 - 27 May.
2. This announcement supersedes the one already distributed announcing a Basic Supervision course for those dates.
3. The new course is designed for individuals whose main responsibility is substantive research but who also have some management responsibility as project leaders or who otherwise direct or lead other analysts or technical personnel. The course will adapt elements of both Basic Management and Basic Supervision as they apply to the substantive expert at a relatively high level.
4. This presentation will be open to all Offices for appropriate individuals at grades GS-12 through GS-14.


MATTHEW BAIRD

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BASIC SUPERVISION COURSE #6
21 March - 1 April '55

Monday, 21 March

0845 - 0930 Introduction to Course

ORGANIZING

0930 - 1015 Lecture: Formal Organization
1025 - 1030 Written Assignment
1030 - 1140 Reading: Formal and Informal Organization
1145 - 1230 Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 22 March

0830 - 0930 Lecture: Informal Organization
0940 - 1030 Reading: The Individual
1040 - 1130 Assigned Case

DIRECTING

1135 - 1145 Introduction to Directing
1145 - 1230 Reading: The Individual

Wednesday, 23 March

0830 - 0845 Comments on Assigned Papers
0845 - 0950 Assigned Case
1000 - 1050 Reading: The Team
1100 - 1230 Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 24 March

0830 - 0930 Group Discussion: Training Techniques for the First-Line Supervisor
0940 - 1020 Reading: The Team
1025 - 1110 Assigned Case
1110 - 1230 Movie: "All I Need is a Conference"

Friday, 25 March

0830 - 0930 Lecture: Leadership in First-Line Supervision
0940 - 1030 Reading: Communication and Coordination
1035 - 1115 Assigned Case
1115 - 1230 Self-Analysis Quiz

NOTE: Reading "Responsibilities Upward" to be done outside scheduled class time.

Second Week

Monday, 28 March

DIRECTING (cont'd)

0830 - 0930 Lecture: The First-Line Supervisor's Responsibilities
Upward
0940 - 1050 Group Discussion: Boss Relations
1100 - 1140 Lecture: Communication and Coordination
1145 - 1230 Review Session

Tuesday, 29 March

PLANNING AND CONTROLLING

0830 - 0845 Assignment on Planning
0845 - 0930 Lecture: Planning in the Job of the First-Line
Supervisor
0940 - 1030 Reading: Planning and Controlling
1035 - 1115 Lecture: A Case in Planning
1120 - 1230 Assigned Case

NOTE: Any remaining reading to be done outside scheduled
class time.

Wednesday, 30 March

0830 - 0900 Lecture: Introduction to Controlling
0900 - 1000 Assigned Case
1010 - 1100 Lecture: Tools of Control
1100 - 1130 Analysis of Work Methods and Flow
1140 - 1230 Control Quiz

Thursday, 31 March

0830 - 0845 Analysis of Planning Papers
0845 - 0945 Assigned Case
0955 - 1100 Lecture: Tools of Control - Personnel
1110 - 1230 Assigned Case

Friday, 1 April

0830 - 0930 Assigned Case
0940 - 1100 Group Discussion: Advancing Supervision
1105 - 1145 Critique and Turn-in of Material
1145 - 1230 Group Discussion: Improving Supervision

Second Week

Monday, 25 April

DIRECTING (continued)

0830 - 0945

Lecture: The First-Line Supervisor's
Responsibilities Upward

0955 - 1100

Group Discussion: Boss Relations

1105 - 1145

Lecture: Communication and Coordination

1150 - 1230

Written assignment

Tuesday, 26 April

PLANNING AND CONTROLLING

0830 - 0845

Assignment on Planning

0845 - 0930

Lecture: Planning in the Job of the
First-Line Supervisor

0940 - 1030

Reading: Planning and Controlling

1035 - 1115

Lecture: A Case in Planning

1120 - 1230

Assigned Case

NOTE: Any remaining reading to be done outside scheduled
class time.

Wednesday, 27 April

0830 - 0900

Lecture: Introduction to Controlling
Assigned Case

0900 - 1000

1010 - 1130

Lecture: Tools of Control - Analysis of
Work Methods and Flow

1140 - 1230

Control Quiz

Thursday, 28 April

0830 - 0845

Analysis of Planning Papers

0845 - 0945

Assigned Case

0955 - 1100

Lecture: Tools of Control - Personnel

1110 - 1230

Group Discussion: Control Aspects of Super-
vision Problems

Friday, 29 April

0830 - 0940

Assigned Case

0950 - 1040

Critique and Turn-in of Material

1045 - 1200

Group Discussion: Advancing Supervision

1200 - 1230

Group Discussion: Improving Supervision

BASIC SUPERVISION #7

18 - 29 April 1955

First Week

Monday, 18 April

0845 - 0930

Introduction to Course

ORGANIZING

0940 - 1030

Lecture: Formal Organization

1035 - 1040

Written Assignment

1040 - 1140

Reading: Formal and Informal Organization

1145 - 1230

Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 19 April

0830 - 0930

Lecture: Informal Organization

0940 - 1030

Reading: The Individual

1040 - 1130

Assigned Case

DIRECTING

1135 - 1145

Introduction to Directing

1145 - 1230

Reading: The Individual

Wednesday, 20 April

0830 - 0845

Comments on Assigned Papers

0845 - 0950

Assigned Case

1000 - 1050

Reading: The Team

1100 - 1230

Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 21 April

0830 - 0945

Group Discussion: Training Techniques for the First-Line Supervisor

0955 - 1000

Introduction to "The Group"

1000 - 1105

Reading: The Team

1110 - 1230

Movie: "All I Need is a Conference"

Friday, 22 April

0830 - 0930

Lecture: Leadership in First-Line Supervision

0940 - 1030

Reading: Communication and Coordination

1035 - 1115

Assigned Case

1115 - 1230

Self-Analysis Quiz

NOTE: Reading assignment "Responsibilities Upward" to be done outside scheduled class time.

Supervision Course for Intelligence Officers

16-27 May 1955

Monday, 16 May

0845 - 0930

Introduction to Course

ORGANIZING

0940 - 1040

Lecture: Formal Organization

1050 - 1130

Reading: Formal Organization

1130 - 1230

Lecture: The Senior Analyst in the Management Picture

Tuesday, 17 May

0830 - 0900

Written Assignment

0910 - 1000

Reading: Informal Organization

1000 - 1100

Lecture: Informal Organization

1110 - 1230

Assigned Case

Wednesday, 18 May

DIRECTING

0830 - 0850

Introduction to Directing

0850 - 0950

Reading: Communication

1000 - 1100

Lecture: Means of Communication

1110 - 1230

Assigned Case

Thursday, 19 May

0830 - 0945

Committee Assignment: Problems of Directing

0955 - 1100

Reading: The Individual

1110 - 1230

Self-Analysis Quiz

Friday, 20 May

0830 - 0945

Committee Assignment: Typical Personnel Prob.

0955 - 1040

Reading: The Team

1040 - 1140

Lecture: Leadership

1145 - 1230

Assigned Case

Second Week

Monday, 23 May

DIRECTING (cont'd)

0830 - 0920

0930 - 0950

0950 - 1100

1110 - 1230

Reading: Coordination

Written Assignment

Lecture: Coordination as an Integral Part of
Intelligence Production

Movie: "All I Need Is a Conference"

Tuesday, 24 May

0830 - 0945

0955 - 1030

1030 - 1130

1135 - 1230

Lecture: Responsibilities Upward

Reading: Responsibilities Upward

Assigned Case

Committee Assignment: Boss Relations

Wednesday, 25 May

PLANNING

0830 - 0915

0925 - 1015

1020 - 1120

Lecture: Planning Responsibility of the
First-Line Supervisor

Reading: Planning

Lecture: A Case in Planning

CONTROLLING

1130 - 1230

Group Discussion: Control Aspects of the
Supervisor's Job

Thursday, 26 May

0830 - 0900

0900 - 1000

1010 - 1130

1135 - 1230

Reading: Controlling

Lecture: Some Controls over Requirements
and Reports

Assigned Case

Lecture: Tools of Control - Personnel

Friday, 27 May

0830 - 0930

0940 - 1030

1040 - 1150

1150 - 1230

Committee Assignment: Control Aspects of
Personnel Problems

Critique and Turn-in

Committee Assignment: Advancing Supervision

Group Discussion: Improving Supervision

EASIC SUPERVISION #9

20 June - 1 July 1955

Monday, 20 June

0845 - 0940

Introduction to Course

ORGANIZING

0950 - 1030

Lecture: Formal Organization

1035 - 1040

Written Assignment

1040 - 1130

Reading: Formal and Informal Organization

1130 - 1230

Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 21 June

0830 - 0940

Lecture: Informal Organization

0945 - 1030

Reading: The Individual

1040 - 1130

Assigned Case

DIRECTING

1135 - 1145

Introduction to Directing

1145 - 1230

Reading: The Individual

Wednesday, 22 June

0830 - 0845

Comments on Assigned Papers

0845 - 0950

Assigned Case

1000 - 1050

Reading: The Team

1100 - 1230

Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 23 June

0830 - 0950

Group Discussion: Training Techniques for the First-Line Supervisor

1000 - 1005

Introduction to "The Team"

1005 - 1115

Reading: "The Team"

1115 - 1230

Movie: "All I Need is a Conference"

Friday, 24 June

0830 - 0930

Lecture: Leadership in First-Line Supervision

0940 - 1030

Reading: Communication and Coordination

1035 - 1115

Assigned Case

1115 - 1230

Self-Analysis Quiz

NOTE: Reading assignment "Responsibilities Upward" to be done outside scheduled class time.

Second Week

Monday, 27 June

DIRECTING (cont'd)

0830 - 0910	Lecture: Communication and Coordination
0920 - 1020	Assigned Case
1030 - 1130	Lecture: The First-Line Supervisor's Responsibilities Upward
1135 - 1230	Group Discussion: Boss Relations

Tuesday, 28 June

PLANNING and CONTROLLING

0830 - 0845	Assignment on Planning
0845 - 0930	Lecture: Planning in the Job of the First-Line Supervisor
0940 - 1040	Reading: Planning and Controlling
1045 - 1125	Lecture: A Case in Planning
1130 - 1230	Assigned Case

NOTE: Any remaining reading to be done outside scheduled class time.

Wednesday, 29 June

0830 - 0930	Lecture: Controlling
0940 - 1050	Assigned Cases
1100 - 1140	Lecture: Tools of Control - Analysis of Work Methods and Flow
1145 - 1230	Movie: "Mr. Supervisor"

Thursday, 30 June

0830 - 0845	Analysis of Planning Papers
0845 - 0945	Assigned Case
0955 - 1115	Lecture and Discussion: Tools of Control - Personnel
1125 - 1230	Group Discussion: Control Aspects of Supervisory Problems

Friday, 1 July

0830 - 0940	Assigned Case
0950 - 1040	Critique and Turn-in of Material
1045 - 1200	Group Discussion: Advancing Supervision
1200 - 1230	Group Discussion: Improving Supervision

BASIC SUPERVISION #10

26 September - 7 October 1955

Monday, 26 September

0845 - 1000 Introduction to Course

ORGANIZING

1010 - 1120 Reading: Introductory Material
Organizing

1130 - 1230 Lecture: The First-Line Supervisor in the
Management Picture

Tuesday, 27 September

0830 - 0930 Lecture: Formal Organization
0940 - 1020 Reading: Formal and Informal Organization
1030 - 1140 Lecture: Informal Organization

DIRECTING

1140 - 1145 Introduction to Directing
1145 - 1230 Assigned Case

Wednesday, 28 September

0830 - 0845 Comments on papers
0845 - 0950 Lecture: Communication
1000 - 1050 Reading: The Individual
1100 - 1230 Group Discussion: Analysis of Typical Problems
of Supervision

Thursday, 29 September

0830 - 0930 Assigned Case
0940 - 1050 Group Discussion: Training Responsibilities of
the First-Line Supervisor
1100 - 1145 Reading: The Team
1145 - 1230 Assigned Case

Friday, 30 September

0830 - 0930 Lecture: Leadership and the Needs of the Group
0940 - 1030 Assigned Case
1030 - 1115 Reading: Responsibilities Upward
Coordination
1115 - 1230 Supervision Self-Analysis Quiz

25 November 1955

MEMORANDUM FOR: Training Liaison Officers


SUBJECT: Schedule of Basic Supervision Courses

1. The following schedule of presentations of the Basic Supervision Course to be given 1 January - 1 July, 1956, supersedes any other announced schedule for this course.

2. As a result of new figures submitted, OTR can best serve all offices by the following grade allocations in the schedule:

28 November - 9 December	GS-12 through 14
9 - 20 January	GS-5 through 7
6 - 17 February	GS-9 through 11
12 - 23 March	GS-12 through 14
9 - 20 April	GS-9 through 11
7 - 18 May	GS-5 through 7
4 - 15 June	GS-9 through 11

3. If the number of students registered for Basic Supervision warrants it, additional presentations will be scheduled as facilities permit. In this case a notice will be sent out in advance of the special presentation to give you the necessary information.


MATTHEW BAIRD
Director of Training

25X1A

C-O-N-F-I-D-E-N-T-I-A-L

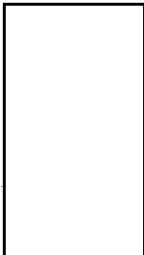
15 December 1955

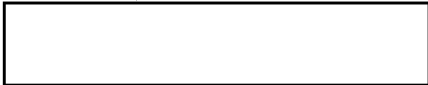
MEMORANDUM FOR: Training Liaison Officers

SUBJECT: Additional Presentation of the Basic Supervision Course

1. The Basic Supervision Course for GS-5 through GS-7 applicants, scheduled for 9-20 January, has been heavily oversubscribed. It has been possible to secure space and arrange instructors' schedules to make an extra presentation.

2. The schedule for this course for the next two months is as follows:

(Previously scheduled)	GS-5 - 7	9-20 January	Room 155		25X1
(Extra)	GS-5 - 7	23 January - 3 February	Room 130		
(Previously scheduled)	GS-9 - 11	6-17 February	Room 155		


MATTHEW BAIRD
Director of Training

25X1A

C-O-N-F-I-D-E-N-T-I-A-L

28 March 1956

MEMORANDUM FOR: Training Liaison Officers

SUBJECT: Additional Presentation of Basic Supervision for GS 5-7

1. In addition to Basic Supervision scheduled for 7-18 May (GS 5-7), there will be an extra presentation for the same grade levels from 30 April - 4 May.

25X1A

2. The extra course will be given in Building Room 130. Because of space and staff limitations it is necessary to schedule this additional run on the basis of eight hours a day for one week. ONLY THIS ONE BASIC SUPERVISION PRESENTATION IS NOW SCHEDULED FOR ONE WEEK, FULL TIME.

3. For this extra course, students will be called on for several hours' reading (up to eight hours) before the course begins. Reading material will be sent in advance to students who are enrolled.

4. Please call the OTR Registrar as soon as possible and confirm your registrations for either one of the two courses:

25X1

Basic Supervision #19 (GS 5-7) One week only 0830-1645 Room 130,
30 April - 4 May

Basic Supervision #20 (GS 5-7) Two weeks 0830-1230 Room 155,
7-18 May

25X1A

Acting Director of Training

SECRETBasic Supervision Courses

<u>Dates</u>	<u>Grades</u>
26 September-7 October 1955	9 thru 11
24 October-4 November 1955	12 " 14
28 November-8 December 1955	5 " 7
9-20 January 1956	7 " 9
6-17 February 1956	9 " 11

Basic Management Courses

<u>Dates</u>	<u>Grades</u>
12-23 September 1955	11 thru 13
10-21 October 1955	12 " 14
7-21 November 1955	13 " 15
12-23 December 1955	11 " 13
23 January-3 February 1956	12 " 14
20 February-2 March 1956	13 " 15

SECRET

26 April 1956

MEMORANDUM FOR: Training Liaison Officers (for distribution)

SUBJECT: Nominations for Basic Supervision Course

1. It is requested that the training request forms for Basic Supervision state clearly the student's supervisory duties, and the purpose to be served by sending him to the course. Basic Supervision has been heavily oversubscribed during the past four months. In spite of three extra presentations given so far this year, there have been more candidates than openings, and it has been necessary for OTR to distribute the available slots.

2. In general, students being nominated for Basic Supervision are of four types:

- a. Those who are carrying full responsibility as first-line supervisors, having a substantial delegation of responsibility and being required to spend half to full time on supervision;
- b. Individuals who have assumed limited supervisory duties;
- c. Individuals who are not now supervising, but who are slated to take over supervisory duties in the future;
- d. Individuals who are not supervising and for whom no immediate supervisory job is intended, but whose work is such as to make clarification of supervisory principles of some benefit.

3. Since Basic Supervision is designed for supervisors, to improve their effectiveness in a job currently being performed, OTR is giving priority to the first group. The course can accommodate a reasonable proportion of students of the second type, and a small number, preferably no more than two or three in any presentation, from the third and fourth groups.

4. The selection can be made more fairly, and the training made more effective, if the training request forms give a clear description of supervisory duties and the reason for the request at this time.

C-O-N-F-I-D-E-N-T-I-A-L

5. Experience has shown that the student who gets the greatest benefit from the course is the one who understands from the start why he is there and how he will be asked to apply what he learns. It is urged that each individual coming to the course be briefed--preferably by his supervisor--as to why he is being sent.

25X1A

6. Please consult with [redacted] about any particular situation requiring clarification.

25X1A

[redacted]
MATTHEW BAIRD
Director of Training

C-O-N-F-I-D-E-N-T-I-A-L

12 July 1956

MEMORANDUM FOR: Training Liaison Officers
(for distribution)

SUBJECT: Additional Presentation of Supervision for
Intelligence Officers (GS 12-14)

25X1A

1. An extra presentation of Supervision for Intelligence Officers, grades GS 12-14, will be given 30 July - 10 August 1956, in Room 130, Building

2. This presentation of the course is designed for two types of individuals: (a) those whose main responsibility is substantive research but who also have some management responsibility as project leaders, and (b) those who guide or advise other Intelligence Officers or technical personnel in a staff or liaison capacity. It is open to all Offices for appropriate individuals at grades GS-12 through GS-14.

3. Minimum enrollment (for this presentation only) will be 12. Maximum enrollment, as heretofore, will be 18. Registrations should be made with the OTR Registrar before 1200 hours 25 July 1956.

4. The next regularly scheduled Supervision presentation for grades GS 12-14 will be given 7-18 January 1957.

25X1A

for MATTHEW BAIRD
Director of Training

C-O-N-F-I-D-E-N-T-I-A-L